

**Ministry of  
Children and Family  
Development**

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**2016/17  
Annual Service Plan Report**

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Ministry of Children and Family Development,  
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## **Minister's Message and Accountability Statement**



I am honoured to present the *2016/17 Annual Service Plan Report* for the Ministry of Children and Family Development. We've achieved much in the last year to support children, youth and families in communities throughout British Columbia. Here are just some of the highlights.

Changes made in April 2016 to our Child Care Subsidy program ensure that child-support payments no longer influence eligibility for parents receiving or applying for monthly child-care subsidies. The program supports about 20,000 children and their families with the cost of child care each month.

In May, we launched a new Child Care Map to take the guesswork out of finding quality licensed child care in B.C. communities. In June, \$11.3-million through the Child Care Major Capital Funding Program created 1,818 new licensed child-care spaces in 30 communities.

To build on the momentum of exceeding our adoption goals last year, we launched 'Adopt BC Kids' in October, the first online adoptions portal in Canada to list all children and prospective families in one accessible database. We now have more than 260 families on their way to opening their home to a waiting child. Our hard work has paid off this year with more than 700 placements of children last fiscal year.

In October, B.C. led the country in supports for young people aging out of government care by expanding eligibility for the Agreements with Young Adults (AYA) program to age 26 and increasing the length of time a young person can receive benefits, from two years to four. AYA now also offers life skills programming, providing young adults with the tools to succeed in life. The ministry also partnered with TELUS and IBM in March to deliver 1,000 smart phones and 369 laptops to former youth in care, including young adults on an AYA and those pursuing post-secondary studies.

Grand Chief Ed John delivered his report on Indigenous child welfare in B.C. in November, and government committed to hiring additional staff within Indigenous communities to address caseload pressures, and improve family supports and cultural services.

Supporting the mental-health needs of young people in B.C. is more important than ever before. This year, we improved access to mental-health and substance-use services for youth, including the re-opening of Ashnola at the Crossing, and expanding tele-mental health services.

We launched three new Foundry centres that offer integrated services for young people and their families. Further investment in the Canadian Mental Health Association's 'Confident Parents, Thriving Kids' tele-coaching program is seeing great results, as is our investment of \$1.2 million to enhance ministry staffing and expand outreach for vulnerable youth in Vancouver's Downtown Eastside.

Our successes would not be possible without the dedication of our partners and ministry staff across B.C. I am privileged to be a part of their team, and I commend their commitment to making a difference in the lives of children, youth and families every day.

The *Ministry of Children and Family Development's 2016/17 Annual Service Plan Report* compares the Ministry's actual results to the expected results identified in the *2016/17- 2018/19 Service Plan*. I am accountable for those results as reported.

A handwritten signature in black ink that reads "Stephanie Cadieux".

Honourable Stephanie Cadieux  
Minister of Children and Family Development  
June 14, 2017

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## **Purpose of the Ministry**

The vision of the Ministry of Children and Family Development (MCFD) is that Aboriginal and non-Aboriginal children and youth in British Columbia live in safe, healthy and nurturing families and are strongly connected to their communities and culture.

MCFD works with Delegated Aboriginal Agencies, Aboriginal service partners, approximately 5,400 contracted community social service agencies and foster homes, as well as cross-government and social-sector partners to deliver inclusive, culturally respectful, responsive and accessible services that support the well-being of children, youth and families in B.C. The ministry supports vulnerable children and their families with a client-centred approach that emphasizes early intervention, permanent living arrangements and preservation of families. Services include early years programs, services to children and youth with special needs, child and youth mental health services, child welfare, adoption and youth justice.

Ministry programs and services are coordinated through a provincial office located in Victoria and are delivered through 13 geographic Service Delivery Areas. For information on specific programs and services, visit the [Ministry of Children and Family Development internet site](#).

## **Strategic Direction**

Over the past year, the ministry refocused its strategic priorities and actions to achieve its long-term vision of children and youth living in safe, healthy and nurturing families. Taking into consideration many past reports and recommendations made to the ministry, efforts were directed towards prevention, early years services, youth transition services to adulthood and supports that help families to stay together. These efforts aligned with Government's corporate priorities for a Secure Tomorrow, identified in the 2016/17 – 2019/20 [Province of British Columbia Strategic Plan](#).

The Minister's Mandate Letter (see attached Appendix C: Minister's Mandate and Actions Summary) speaks to Government's priorities and a commitment to continuously improve social programs to ensure that children and families have the opportunities they need to be successful. MLA Jane Thornthwaite is supporting the Minister as Parliamentary Secretary for Child Mental Health and Anti-Bullying.

Government's commitment to delivering services well and affordably, as outlined in the [Taxpayer Accountability Principles](#), is reflected throughout this three year plan, which focuses on working together to effectively and efficiently deliver ministry programs and services.

## **Strategic Context**

British Columbia's real GDP increased by 3.7 per cent in 2016 (according to preliminary GDP by industry data from Statistics Canada), the strongest growth among provinces. Employment in BC grew by 3.2 per cent in 2016, its fastest annual pace since 1994. Consumer spending was strong for a third consecutive year as retail sales were supported by strong employment growth, increased tourism, interprovincial migration and low interest rates. BC's housing market saw elevated levels of activity in 2016, with the highest number of annual housing starts since 1993. BC manufacturing shipments and exports expanded in 2016 as goods exports to both the US and the rest of the world increased.

The Government of BC remains committed to sound fiscal management for the growth of a strong economy and reconciliation with First Nations to close socio-economic gaps between Aboriginal and non-Aboriginal British Columbians. The ministry is supporting Government's overall fiscal discipline through effective budget management, undertaking process improvement activities as part of the cross-government Lean initiative and clarifying and prioritizing its strategic work. The continual effort to improve efficiency supports the goal of making the best use of available resources.

Collaboration with Aboriginal leaders, other government ministries, service delivery partners, communities and organizations will help MCFD to reach its vision of children and youth living in safe, healthy and nurturing families that are strongly connected to their communities and culture.

## **Report on Performance**

### **Goals, Objectives, Strategies and Performance Results**

The five goals in this report – Improved Aboriginal safety and well-being outcomes, Permanency and Transitions to Adulthood, Standardized Ministry Services; Residential Care and Treatment and Healthy Workplace – reflect the focus on more efficient and effective ways of providing programs and services that better meet the needs of children, youth and families in B.C.

Ministry goals, objectives and strategies are linked with government's priorities of a strong economy and a secure tomorrow and initiatives addressed in the Minister's Mandate Letter (Appendix C). They also demonstrate government's commitment to controlled spending and balancing the budget through alignment with the [Taxpayer Accountability Principles](#).

The ministry has retained all of its performance measures in this service plan within its performance management. The performance measures in the [2017/18 -2019/20 Service Plan](#) reflect current strategic priorities. Of the eleven performance measures reported on in this Annual Service Plan Report; six measures were achieved or substantially achieved. Many other performance indicators are tracked and publicly available through the ministry's [Performance Management Report](#).

### ***Goal 1: Improve safety and well-being outcomes for Aboriginal children, youth and families.***

#### **Objective 1.1: Improve and strengthen services to Aboriginal children, youth and their families by increasingly reflecting an indigenous perspective in policies, practices and services.**

To support strong working relationships with Aboriginal families, communities and leadership and to improve and strengthen services for Aboriginal people, the ministry will focus on the following short and longer term strategies:

#### **Strategies**

- Strengthen relationships in each Service Delivery Area with local Aboriginal leadership, bands, and communities
- Cultivate constructive and collaborative partnerships with Delegated Aboriginal Agencies
- Build relationships with other Aboriginal agencies
- Implement the Aboriginal Policy and Practice Framework

- Increase Aboriginal staff through a recruitment and retention project for positions across the Ministry
- Deliver cultural competency training as part of core training for new child welfare social workers hired and move to expand to all child welfare staff
- Continue to work with federal government partners to ensure equitable and culturally safe child and family services for Aboriginal children, youth and their families

**Performance Measure 1: Rate of Aboriginal children and youth in care per 1000 population**

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target*	2018/19 Target*
Rate of Aboriginal children and youth in care per 1000 population	55.6	55.6	54.9	54.9	55.2	55.1

**Data Source:** Management Information System/Social Worker System, Integrated Case Management System (ICM) and Resource and Payment System

\*Targets are from the 2017/18 – 2019/20 Service Plan and have been adjusted up as the rate of Aboriginal children and youth in care is not decreasing as fast as originally anticipated. Also, Aboriginal population is based on the 2011 Census. 2016 Census data will become available in October 2017.

**Discussion**

Strategies that focus on family preservation and permanency for children and youth will reduce the rate of Aboriginal children in care, as demonstrated in this new measure. Performance met expectations in 2016/17.

**Performance Measure 2: Aboriginal children cared for in Aboriginal communities**

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Of the Aboriginal children having to leave their parental home, the percent that receive services* delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers or Aboriginal friends and family	63.3%	60.8%	64.0%	60.5%	64.0%	64.0%

**Data Source:** Management Information System/Social Worker System, ICM and Resource and Payment System

\* Includes in-care and out-of-care guardianship services

**Discussion**

The well-being of Aboriginal children and youth who have to leave their parental home depends on their receiving services that strongly connect them to their culture and traditions. This measure is the proportion of those children served by Delegated Aboriginal Agencies, or receiving ministry services delivered by Aboriginal foster care providers or Aboriginal people. Actuals did not meet targets because some children and youth in care were incorrectly identified as non-Aboriginal. Once corrected, this proportion declined (data coding was the issue).

## **Goal 2: Achieve permanency for children and youth in care and support transitions to adulthood**

### **Objective 2.1: Children and youth in care will have a culturally meaningful and permanent relationship with a caring adult**

Children and youth require a stable and continuous relationship with a nurturing person to help them grow into healthy, responsible and successful adults. As part of the continued focus on permanency for children and youth in care, the ministry will:

#### **Strategies**

- In partnership with Aboriginal communities, work to improve permanency planning to secure a culturally safe, caring and forever family for Aboriginal children and youth already in care, and to support families to raise their child/children in their communities
- Support the work of the Special Advisor on Aboriginal Child Welfare
- Implement policy to support and strengthen permanency practice
- Embed permanency training in the guardianship training curriculum and deliver guardianship training
- Increase the number and timeliness of permanency placements for children and youth, including adoptions, out of care placements and, where possible, family reunification
- Continue development of public facing web portal to streamline the process of approving and supporting adoptive parents

#### **Performance Measure 3: Children and Youth in Care who achieved permanency**

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target*	2018/19 Target*
Percent of children and youth in care who achieved permanency	19.6%	21.8%	21.8%	20.4%	20.0%	20.6%

**Data Source:** Adoption Management System and ICM

\*Targets are from the 2017/18 – 2019/20 Service Plan and have been adjusted downwards from 22% to 20% in 2017/18 and from 22.2% to 20.6% in 2018/19

#### **Discussion**

Permanence is achieved by leaving the care of the Director of Child Welfare through return to family, adoption or permanent transfer of custody under the [Child, Family and Community Service Act \(CFCSA\)](#). This measure is the proportion of children and youth in care more than two months that achieved permanency over the twelve month fiscal year. Performance did not meet expectations in 2016/17 because the ministry had better performance in family preservation (i.e. fewer children coming into care. This means that those families of children that were admitted into care have greater needs and are less likely to find permanency by returning home).

**Performance Measure 4: Children and youth placed for adoption**

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Percent of children and youth with adoption plans who have been placed	19.3%	24.0%	23.0%	19.7%	22.5%	22.5%

**Data Source:** Adoption Management System and ICM

**Discussion**

This measure is a subset of Performance Measure #3. While a plan for adoption is developed once it is decided that adoption is the best long term plan for a child in care, placement occurs when a child first moves in with prospective adoptive parents. An adoption order is only granted once all legal issues are addressed and a successful six month placement has occurred.

The ministry strives to maximize the number of adoptions, however the trend in this measure is slightly downwards because of ministry efforts to reduce the number of Continuing Custody Order wards (CCOs) and that those CCOs are becoming older on average. Also, the proportion of CCOs that are Aboriginal is becoming larger. Performance did not quite meet the target in 2016/17 because the ministry is working to keep more children safely at home. Consequently, the children who do come into care have higher and more complex needs.

**Performance Measure 5: Children whose grade is appropriate for their age**

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Percent of children in care whose grade level is appropriate for their age	85.0%	86.3%	87.2%	86.8%	88.1%	89.0%

**Data Source:** Management Information System/Social Worker System, ICM and Ministry of Education enrolment data.

**Discussion**

Educational attainment is an excellent barometer of the overall well-being of children. Additional physical and developmental challenges and adverse circumstances and experiences, including trauma, increase the risk of children and youth not progressing in school during their adolescence. The proportion of children and youth in care whose grade level is appropriate for their age is a good measure of whether the system of support for children in care ameliorates the impact of these additional vulnerabilities.

This measure is the percent of all children in care and in school, who are at most five years older than their grade. For example, a child six years of age before the end of December is typically in grade one. The target was substantially achieved in 2016/17. The ministry improved by 0.5 percentage points over the previous year (0.4 percentage points below the target).

**Objective 2.2: Youth and young adults are prepared for adulthood**

To ensure those youth who do not find legal permanency are prepared for transitioning to adulthood, the ministry will:

## **Strategies**

- Develop a ministry youth framework
- Propose regulatory changes to Agreements with Young Adults (AYA) and identify needed AYA policy and practice changes
- Develop a cross-ministry Youth Action Plan to support youth transitions

### ***Performance Measure 6: Completed High School with a Credential***

<b>Performance Measure</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Target</b>	<b>2016/17 Actual</b>	<b>2017/18 Target*</b>	<b>2018/19 Target*</b>
Percent of youth in care who turn 19 with a high school credential	54.0%	54.2%	55.7%	Data not yet available**	54.7%	55.2%

**Data Source:** ICM and Ministry of Education enrolment data.

\*Targets are from the 2017/18 – 2019/20 Service Plan.

\*\*Reporting is matched to B.C. school records, so the most recent complete school year reported is 2015/16

## **Discussion**

Education is a key determinant of long term well-being and social inclusion. The proportion of youth in care who graduate by age 19 and at an age appropriate level is a good measure of whether the system of support for youth in care is working and contributing to their success.

This measure includes all youth in care by court order under the [CFCSA](#). As reporting is matched to B.C. school records, the most recent complete school year reported on is 2015/16. The target for 2015/16, set in February 2015, was 49.4% and performance exceeded original target by 4.8 percentage points. The 2016/17 data will be available from the Ministry of Education in January 2018 and will be reported on in the 2017/18 Annual Service Plan Report.

## ***Goal 3: Standardize and improve ministry services***

### **Objective 3.1: Implement the Early Years Strategy to better support families with young children.**

The Provincial Office for the Early Years monitors the implementation of the [Early Years Strategy](#), which is focused on the goals of improved accessibility, affordability, quality and coordination. To support the implementation of early years initiatives, the ministry will:

## **Strategies**

- Continue to expand the network of Early Years Centres
- Continue to fund the creation of up to 13,000 new licensed child care spaces by 2020 to improve child care availability
- Continue to redesign web-based information related to early years programs and services
- Implement a provincial curriculum guide for Early Childhood Education in BC

**Performance Measure 7: Licensed child care spaces**

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Number of licensed child care spaces	100,001	101,371	104,000	105,900	106,000	108,000

**Data Source:** Child Care Operating Funding Program Datamart

**Discussion**

This measure speaks to the average monthly number of licensed spaces approved for funding through the Child Care Operating Funding Program. The monthly average of CCOF spaces was 105,910. However, the number of child care spaces fluctuates over the year, in line with the school year. Over 116,000 spaces were approved for funding over 2016/17. Some child care facilities will receive funding for the entire year while some will receive funding for portions of the year. Increasing the number of child care spaces across BC is an objective of the [Early Years Strategy](#).

Performance exceeded expectations, with the number of licensed child care spaces increasing in 2016/17 by 4,539.

**Objective 3.2: Strengthen coordination and collaboration of services and supports to families affected by domestic violence.**

To support coordination, strengthen services and improve the effectiveness of the systemic response for families affected by domestic violence:

**Strategies**

- The Provincial Office of Domestic Violence will continue to monitor the third year of the three-year [Provincial Domestic Violence Plan](#)
- In partnership with the Ministry of Health, the ministry will continue to expand the Safe Relationships, Safe Children project province-wide, inclusive of Aboriginal communities
- The ministry will continue to support the Ministry of Justice to expand the number of provincial Domestic Violence Units

**Objective 3.3: Improve consistency and accessibility of Services for Children and Youth with Special Needs (CYSN), Child and Youth Mental Health Services (CYMH) and Child Safety, Family Support and Children in Care Services.**

The ministry supports families to access services and programs and will improve cross-sectoral coordination for new and existing programs. Over the next 3 years MCFD will:

**Strategies**

- Continue to lead a cross-ministerial working group with the Ministries of Health and Education on the effectiveness and coordination of the provision of autism services for children and youth in BC
- Continue to review policy and business processes in order to ensure consistency of CYSN services
- Continue cross-ministry work to review and define CYMH services

- Continue to expand the use of tele-mental health to improve access to a variety of services and supports, particularly in rural and remote communities
- Ensure consistency in assessing child protection reports and in determining the most appropriate response
- Implement practice guidelines for working with children and youth with complex care needs and trauma informed practice guidelines to support a system-wide approach for working with children and youth impacted by violence and trauma

***Performance Measure 8: Tele-mental health sessions***

<b>Performance Measure</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Target</b>	<b>2016/17 Actual</b>	<b>2017/18 Target</b>	<b>2018/19 Target</b>
Total number of tele-mental health sessions	355	290	325	286	350	400

**Data Source:** BC Children's Hospital

**Discussion**

Tele-mental health sessions increase access to psychiatric consultation closer to home for children and youth living in rural and remote areas through direct clinical tele-health consultations with psychiatrists located at BC Children's Hospital in Vancouver.

This measure is an indicator of the growth of tele-health practice. Performance did not meet expectations in 2016/17. Plans were underway to expand tele-mental health sessions to two other communities. However, a psychiatrist moved to one community so tele-mental health service was not required. Going forward, anticipated interest from 20 other communities in implementing telehealth and implementation of the telehealth toolkit should increase future involvement in this program.

***Performance Measure 9: Ratio of FDR to Investigation***

<b>Performance Measure</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Target</b>	<b>2016/17 Actual</b>	<b>2017/18 Target</b>	<b>2018/19 Target</b>
Ratio of Family Development Responses to Investigations	4.0	6.4	6.5	9.2	7.0	7.5

**Data Source:** ICM

**Discussion**

Family Development Response (FDR) is an alternate response to investigation that focuses on keeping a child safe while living in the family home and works to address safety issues by building on the family's strengths and support system. This performance measure compares the use of FDR to the use of investigations. The ratio rises as the use of FDR increases and the use of investigations decreases. For example, a ratio of 5.0 means that five times more FDRs were completed than investigations.

Performance exceeded expectations in 2016/17 due to significant growth in the use of FDR in serving families, particularly Aboriginal families, and a decline in the use of investigations.

**Objective 3.4: Redesign ministry services to ensure staff can focus on the needs of children, youth and families in their communities.**

To address workload issues for front line staff and improve safety, well-being and permanency outcomes for children, youth and families, MCFD will:

**Strategies**

- Implement and evaluate a new Service Delivery Redesign approach to address workload issues
- Consider recommendations to improve child protection related policy, standards and practice

**Objective 3.5: Expand quality assurance activities to ensure a high quality of practice.**

The current functions of the ministry's Quality Assurance system include case reviews, practice audits, administrative reviews, complaints and reportable circumstances. To expand and evaluate these activities to ensure improvements to practice and policy, as well as quality assurance relating to contract management and procurement, the ministry will:

**Strategies**

- Continue to develop a practice audit process for CYSN, CYMH and Youth Justice
- Continue an aggregate analysis on findings from all Quality Assurance activities
- Continue to make improvements to the quality assurance/audit and performance measurement of Service Providers

***Goal 4: Develop and strengthen residential care and treatment services***

**Objective 4.1: Align residential care & treatment services to meet the needs of children and youth in care.**

To create a more integrated, accessible and evidence-informed residential care and treatment system of services, the ministry will:

**Strategies**

- Improve planning to ensure appropriate placements that meet the care and treatment needs of children and youth
- Continue to develop and deliver training for resource workers

**Objective 4.2: Strengthen the system of care for children and youth, including foster care, kinship care and out of care options.**

To develop and support quality family based care, kinship care and out of care options, the ministry will:

**Strategies**

- Review and recommend changes to the current foster care system in BC
- Continue to assess and update current foster care policies and implement changes

- Standardize business processes and tools to support expansion of common assessment tool for out-of-care options and restricted foster care approval process
- Continue to develop and implement enhanced caregiver training
- Strengthen the provincial campaign on awareness and recruitment of foster caregivers, with an emphasis on Aboriginal caregivers, and multicultural caregivers

***Performance Measure 10: Placement Stability for children in care***

<b>Performance Measure</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Target</b>	<b>2016/17 Actual</b>	<b>2017/18 Target</b>	<b>2018/19 Target</b>
Percent of children in “out of home care” for at least two years who experienced no change in placement	61.3%	63.0%	63.1%	61.4%	63.6%	64.1%

**Data Source:** Management Information System/Social Worker System, ICM and Resource and Payment System

**Discussion**

Placement stability is essential for children and youth in care to develop secure attachment to a caregiver – a fundamental determinant of their well-being – and a sense of belonging. Evidence shows that children and youth are more stable in placements where foster parents are well trained and supported; attachment to a caregiver for children under six can occur within as little as two to three months, taking only slightly longer for older children and youth.

Some placement changes are necessary and can be beneficial in terms of ensuring the right fit for the child or youth, but generally avoiding or minimizing moves while in care is an important goal.

In this measure, “out of home care” includes children living with foster parents or with relatives for protection reasons. This measure is the proportion of these children who remain in the same placement for at least two years. Although this target wasn’t met, the percentage of children and youth in care that didn’t move in their first year of care (an important leading indicator) increased by 1.6 percentage points over two years.

The breakout table below provides more in-depth information about number of moves over a one and two year period. A child or youth in care that has to move is likely to do so in their first year of care, so preventing moves early in care is key.

	<b>Did not Move 2016/17</b>	<b>Moved Once 2016/17</b>	<b>Moved 2 or more times 2016/17</b>
Percent of children in “out of home care” for at least two years by # of changes in placement	61.4%	20.8%	17.8%
Percent of children and youth in their first year of care by # of changes in placement	67.9%	23.4%	8.7%

### **Performance Measure 11: Foster Parent Retention**

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Proportion of foster parents aged 64 years or younger that continued to foster one year later	78.3%	76.3%	78.0%	77.5%	78.5%	79.0%

**Data Source:** Management Information System/Social Worker System, ICM and Resource and Payment System

### **Discussion**

Effective support for foster parents is a significant factor in their decision to continue fostering over time. The effectiveness of this support will be reflected in rates of retention for foster parents from year to year. This performance measure looks at the proportion of foster parents that are caregiving on March 31<sup>st</sup> each year that continue to foster one year later. The target was substantially achieved in 2016/17, improving by 1.2 percentage points over the previous year.

### **Objective 4.3: Support children and youth with complex care needs.**

To provide effective and timely responses to children and youth assessed with complex care needs, the ministry will:

#### **Strategies**

- Continue to implement trauma informed intervention model throughout the province

### **Goal 5: A Healthy Workplace Where Employees are Engaged and Supported.**

#### **Objective 5.1: Engage employees in creating a healthy and an efficient workplace.**

To involve employees in developing efficient and effective ways of providing programs and services, the ministry will:

#### **Strategies**

- Implement the recommendations from Our Workplace Strategy to support an efficient workplace
- Continue to embed ‘Lean Where You Work’ and support Lean capacity building

#### **Objective 5.2: Improve employee recruitment and retention.**

To effectively address recruitment and retention, the ministry will:

#### **Strategies**

- Complete a workforce analysis to identify critical job positions within the ministry that support its business priorities
- Conduct a focused debrief and staff engagement on the results of the 2015 Workplace Engagement Survey

# Financial Report

## Discussion of Results

The ministry's financial performance during the year, its year end position, and its future prospects are influenced by:

- Changing demographics – the population of children and youth is projected to increase; the complexity of need is increasing; and the population is aging – all of which may impact caseloads, the ability to recruit foster parents and ministry staffing.
- Demand for service, which continues to increase in the areas of child welfare and children and youth with special needs including Autism.
- Improvements to front line service delivery methods and changes to policy and programs may require investments in technology and facilities over time.

## Financial Report Summary Table

Core Business Areas	Estimated <sup>1</sup>	Other Authorizations <sup>2</sup>	Total Estimated	Actual <sup>3</sup>	Variance <sup>4</sup>
<b>Operating Expenses (\$000)</b>					
<b>Early Years Services</b>	305,879		305,879	260,214	(45,665)
<b>Services for Children &amp; Youth with Special Needs</b>	303,568		303,568	329,001	25,433
<b>Child &amp; Youth Mental Health Services</b>	80,374		80,374	85,271	4,897
<b>Child Safety. Family Support &amp; Children In Care Services</b>	536,918		536,918	549,017	12,099
<b>Adoption Services</b>	30,678		30,678	33,745	3,067
<b>Youth Justice Services</b>	45,157		45,157	40,884	(4,273)
<b>Service Delivery Support</b>	133,820		133,820	135,802	1,982
<b>Executive &amp; Support Services</b>	14,766		14,766	14,074	(692)
<b>Sub-Total</b>	<b>1,451,160</b>	<b>0</b>	<b>1,451,160</b>	1,448,008	(3,152)
<b>Adjustment of Prior Year Accrual<sup>5</sup></b>	0		0	(1,061)	(1,061)
<b>Total</b>	<b>1,451,160</b>	<b>0</b>	<b>1,451,160</b>	<b>1,446,947</b>	<b>(4,213)</b>

**Financial Report Summary Table (continued)**

<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>					
<b>Core Business Areas</b>	<b>Estimated<sup>1</sup></b>	<b>Other Authorizations<sup>2</sup></b>	<b>Total Estimated</b>	<b>Actual<sup>3</sup></b>	<b>Variance<sup>4</sup></b>
<b>Service Delivery Support (Specialized Equipment &amp; Fleet Vehicles)</b>	1,519		1,519	1,463	(56)
<b>Total</b>	<b>1,519</b>	<b>0</b>	<b>1,519</b>	<b>1,463</b>	<b>(56)</b>
<b>Other Financing Transactions (\$000)<sup>6</sup></b>					
<b>Executive &amp; Support Services (Human Services Providers Financing Program)</b>					
Receipts	31		31	31	0
Disbursements	0		0	0	0
<b>Net Cash Source (Requirements)</b>	<b>31</b>		<b>31</b>	<b>31</b>	<b>0</b>
<b>Total Receipts</b>	<b>31</b>	<b>0</b>	<b>31</b>	<b>31</b>	<b>0</b>
<b>Total Disbursements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Net Cash Source (Requirements)</b>	<b>31</b>	<b>0</b>	<b>31</b>	<b>31</b>	<b>0</b>

<sup>1</sup> The amounts in the “estimated” column correspond to the Estimates budget as presented on February 16, 2016.

<sup>2</sup> “Other Authorizations” include Supplementary Estimates, Statutory Appropriations and Contingencies. Access to these authorizations was not required for 2016/17.

<sup>3</sup> The numbers presented are subject to rounding to the thousands level.

<sup>4</sup> Variance represents “Actual” minus “total Estimated.”

<sup>5</sup> The Adjustment of Prior Year Accrual of \$1.061 million is a reversal of accruals in the previous year.

<sup>6</sup> Human Services Providers financing program receipts represent the repayment of one outstanding loan by a community social services provider. The funding for capital purposes was provided for under the Human Resource Facility Act.

The 2016/17 Ministry budget is based on assumptions contained within the *2016/17 - 2018/19 Service Plan*.

The Ministry Operations Vote ended the year with a \$3.152 million surplus, prior to the accounting entry for the Adjustment of Prior Year Accrual.

- The Early Years Services actual expenditures fell below budgeted amounts due to lower than expected expenditures related to child care subsidy payments. After meeting all of our objectives within our Early Years initiative, excess budget offset caseload cost pressures in other core businesses.
- The Services for Children & Youth with Special Needs actual expenditures were higher than budgeted primarily due to higher demand for Autism funding payments and increased costs associated with staffed residential resources for Special Needs Children and Youth in Care.
- The Child & Youth Mental Health Services actual expenditures were higher than budgeted due to increases to the mental health staffing complement and increased expenditures in Community Based Mental Health Programs.
- The Child Safety, Family Support & Children in Care Services actual expenditures were higher than budgeted as a result of increased utilization of legal services; increased costs associated with staffed residential resources for children and youth in care; and increased expenditures in Family and Youth Support Programs.
- The Adoption Services actual expenditures were higher than budgeted due to increases to the social worker staffing complement and increased expenditures in Adoption Supports.
- The Youth Justice Services actual expenditures fell below budgeted amounts due to less demand for contracted resources. This surplus was used to offset cost pressures in other core businesses.
- The Service Delivery Support actual expenditures were higher than budgeted due to the consolidation of shared Information Technology costs within Service Delivery Support, which had previously been expensed in other core businesses; and realignment of support staff from Child Care and Autism Payments.
- The Executive & Support Services actual expenditures fell below budgeted amounts due to centrally held reserve funds that are used to address unanticipated costs in other core business areas.

## **Appendix A – Contact Information and Hyperlinks**

### ***Ministry Contact Information***

#### **General Ministry Enquiries:**

Client Relations: **250 387-7027** (in Victoria), or toll-free: **1 877 387-7027**  
or E-mail: [MCF.CorrespondenceManagement@gov.bc.ca](mailto:MCF.CorrespondenceManagement@gov.bc.ca)

#### **Ministry Mailing Address:**

PO Box 9770 Stn Prov Govt  
Victoria BC V8W 9S5

### ***Hyperlinks to Additional Information***

[Contact Us](#)

[Ministry's Homepage](#)

[Residential Review Project - Final Report](#)

[Performance Management Report](#)

[Community Living British Columbia](#)

[Ombudsperson](#)

[Public Guardian and Trustee of British Columbia](#)

[Representative for Children and Youth](#)

## **Appendix B – Significant Independent or Semi-Independent Offices or Operating Segments**

N/A

## **Appendix C – Minister’s Mandate and Actions Summary**

In the Premier’s July 2015 [Mandate Letter](#) to the Minister, the Minister of Children and Family Development received direction on strategic priorities for the 2016/17 fiscal year. These priorities and the ministry’s resulting actions are summarized below:

<b>Mandate Letter Direction</b>	<b>Ministry’s Action</b>
<ol style="list-style-type: none"><li>1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia</li><li>2. Continue implementation of the Early Years Strategy ensuring that families and children receive the supports they need to succeed.</li></ol>	<p>The ministry balanced its 2015/16 and 2016/17 budgets.</p> <p>In determining the scope of action for the next three years of the Strategy, the Provincial Office for the Early Years collaborated across ministries and with the Assistant Deputy Ministers Committee for Secure Tomorrow to identify emerging priorities that are shaping the early years landscape and provincial government programs and services for children and families. Included in these priorities are:</p> <ul style="list-style-type: none"><li>• A focus on Indigenous children and families</li><li>• Understanding social determinants of health</li><li>• Working toward citizen centred services; and</li><li>• Addressing mental health needs of British Columbians</li></ul> <p>Efforts under the Strategy have been refocused to better align with emerging priorities and outline action that will improve access to supports and services children and families need, where and when they need them, including:</p> <ul style="list-style-type: none"><li>• Supporting a universal platform of programs and services and information in B.C.</li><li>• Addressing vulnerabilities for children and families that have extra needs with a clear pathway to enhanced programs, services and supports</li><li>• Supporting Indigenous children and families by addressing service and program gaps and supporting improved access to programs</li><li>• Strengthening workforce capacity to recruit and retain professionals with the necessary skills and knowledge to deliver programs and services</li><li>• Fostering accountability with short and long term outcomes to monitor public taxpayer investment</li></ul> <p>As part of the continued implementation of the BC Early Years Strategy, non-profit and private organizations had the opportunity to apply for child care major capital funding to create new licensed child care spaces for BC families.</p>

Mandate Letter Direction	Ministry's Action
	<p>1,818 new licensed child care spaces received funding – 449 of which will be created on school grounds and a further 948 spaces in other facilities, 421 of which are co-located with other early years and family programs – including BC Early Years Centres.</p> <p>The Early Years Plan also provided for an Early Childhood Educator (ECE) Bursary to support individuals interested in pursuing studies as an Early Childhood Educator. Since 2014, the ECE Bursary Program has provided approximately \$1 million dollars to support over 1,000 bursaries to Indigenous ECE students, students attending an ECE program with an Indigenous focus, or students completing their Infant Toddler Educator certification. In March 2017, the ministry announced an additional \$1.1 million to enhance the ECE Bursary program.</p>
3. Continue to work with the Minister of Finance to ensure that the early childhood tax benefit registration is implemented to maximize parent participation in this important family support program	MCFD has continued to work with the Ministry of Finance to implement the BC Early Childhood Tax Benefit (BCECTB), a tax-free monthly payment made to eligible families to help with the cost of raising young children under age six. Benefits from this program are combined with the federal Canada Child Benefit and the BC Family Bonus Program into a single monthly payment. The BCECTB provides a benefit of up to \$55 per month per child under age six.
4. Continue your regular quarterly meetings with the Representative for Children and Youth.	MCFD attended regular meetings with the Representative for Children and Youth.
5. Continue to lead a cross-ministerial working group with Health and Education on the effectiveness and coordination of the provision of autism services for children and youth in British Columbia and make recommendations to Cabinet on potential changes by March 31, 2016.	<p>The ministry went to Cabinet in July 2015 with options for stakeholder engagement and received direction to engage autism researchers and initiate a research project to inform the future direction of early intervention services,</p> <p>In March of 2016, the ministry went back to Cabinet, reporting on engagement with leading autism researchers from across Canada on February 18<sup>th</sup> and 19<sup>th</sup>, 2016. Research participants examined the current cross-ministry service delivery pathway and discussed existing challenges. A new service delivery pathway was presented and researchers in general found that this was consistent with evidence-based research and best practices.</p> <p>The ministry also initiated a parent coaching research project to test the benefits of an intensive parent coaching intervention model with infants under the age of 3 who are screened at risk of being diagnosed with Autism Spectrum</p>

<b>Mandate Letter Direction</b>	<b>Ministry's Action</b>
	<p>Disorder (ASD). The goal is to build on recent research which found that infants receiving this type of intervention make developmental gains much faster.</p> <p>Ongoing cross-ministry progress on enhancement initiatives included:</p> <ul style="list-style-type: none"> <li>• Streamlining the internal BC Autism Assessment Network Operational Guidelines</li> <li>• Translating the Parent’s Autism Handbook into Arabic, Chinese, French, Japanese, Korean, Persian (Farsi), Punjabi and Spanish to improve access to information for families with children with ASD</li> <li>• Developing training modules for front-line health professionals on common mental health co-morbidities in children and youth with ASD;</li> <li>• Providing supplementary funding to create school based programs and services for students with Autism, and</li> <li>• Providing funding to a Provincial Outreach Program to support evidence based practices for teachers who work with students with Autism.</li> </ul> <p>MCFD and cross-ministry partners will continue to refine the proposed cross-ministry autism service delivery pathway as per feedback from the Autism Researcher Consultation Meeting and develop options for implementation of the new service delivery pathway.</p>
6. Implement with the Ministry of Social Development and Social Innovation the recent changes that will remove barriers for single parents from developing their skills and returning to the workforce and by March 31, 2016 report to Cabinet on further opportunities for improvement.	<p>The Single Parent Employment Initiative (SPEI), launched on September 1, 2015, removes barriers to employment for single parents on income and disability assistance, providing them with the training and supports they need to secure long-term employment. About 17,000 single parents on income and disability assistance are eligible for this initiative. Working with the Ministry of Social Development and Social Innovation, MCFD provides eligible single parents who are enrolled in full-time training programs under this initiative with full child-care costs for up to 12 months of training and up to a full year during their first year of employment. 570 individual families received dependent (child care) support payments in 2016/17 through the SPEI program.</p> <p>In March 2016, Social Development and Social Innovation and MCFD returned to Cabinet to report on further opportunities for improvement.</p>

<b>Mandate Letter Direction</b>	<b>Ministry's Action</b>
7. Continue to work with the federal government on issues impacting child protection in First Nation communities.	On February 23, 2017, the Minister met with federal, provincial and territorial colleagues, agreed to direct ongoing collaboration focused on Indigenous child welfare and heard representations from National Indigenous Organizations.
8. Continue to work with the Ministries of Aboriginal Relations and Reconciliation and Justice as well as the Provincial Office of Domestic Violence (PODV) to implement the provincial Violence Free BC initiative.	On October 17, 2016, the ninth provincially funded domestic violence unit (DVU) opened in Prince George, providing a dedicated, integrated team for local women, men and children facing domestic violence that is focused on their protection and transition to safety and offender accountability.
	<p>In November 2016, the Ministry of Aboriginal Relations and Reconciliation, MCFD and PODV partnered and co-sponsored with the Moose Hide Campaign (MHC) with a goal of encouraging 1000 men in the BC Public Service to fast. Fasting is a key component of the campaign as it symbolizes ‘sacrifice and offering’. By sacrificing food and drink for a day, participants are demonstrating their commitment to be part of the solution to end domestic violence.</p> <p>The event and fast occurred on February 16, 2017 and the day was proclaimed Moose Hide Campaign Day by the Provincial government. A total of 595 men within the BC Public Service registered and fasted to show commitment in ending violence against women and children.</p> <p>The vision of the MHC is to spread the campaign to organizations, communities, and governments throughout Canada; the BC public service is among the first proposed partnership to deliver on this vision.</p>
9. Work with Parliamentary Secretary Jane Thorntwaite on improving youth mental health through the BC Friends for Life program.	MCFD, supported the Parliamentary Secretary Jane Thorntwaite, to promote the BC FRIENDS Program through activities including speaking at a number of parent, education and mental health stakeholder events and conferences, engaging with parents online through social media, contributing to written communications (newsletters and articles), and participating in the development of a new FRIENDS video resource.
10. Lead a working group with the Ministries of Health and Education to review and define Child and Youth Mental Health services in the province and make recommendations to	<p>In spring/summer 2015, MCFD led a working group with Ministries of Health, Education and Advanced Education and developed initial recommendations related to child and youth mental health services.</p> <p>In fall of 2015, the Premier established a cross-ministry</p>

<b>Mandate Letter Direction</b>	<b>Ministry's Action</b>
Cabinet by June 30, 2016 on potential improvements.	<p>Cabinet Working Group on Mental Health to tackle the challenging and complex mental health and substance use issues experienced by individuals, families and communities in B.C. This process incorporated the work underway related to child and youth mental health.</p> <p>The Ministries of Children and Family Development, Health, Social Development and Social Innovation, Public Safety and Solicitor General, Attorney General, Education, Advanced Education and the Ministry Responsible for Housing came together through Deputy Ministers' and Assistant Deputy Ministers' committees to co-develop a framework for an integrated cross-government mental health and substance use strategy. <i>BC's Mental Health and Substance Use Strategy, 2017-2020</i> was developed during 2016/17 (for release in April 2017).</p> <p>MCFD along with the above named ministries contributed to the December 2016 Treasury Board submission with options that included funding to increase access to community-based CYMH services for Aboriginal and non-Aboriginal children, youth and their families.</p>
11. Review and recommend to Cabinet changes to the existing adoption process to increase the number and timeliness of adoptions and other permanent placements of young people in British Columbia.	<p>Reducing the high number of Aboriginal children in care is a ministry priority.</p> <p>One strategy that supports this priority is the development of a registration process for Aboriginal custom adoption, accompanied by a suite of services and supports to allow Aboriginal communities and families to plan for their children. This would require legislative changes.</p> <p>On September 7, 2016, Premier Clark made a commitment at the B.C. Cabinet and First Nations Leaders' Gathering to change the Adoption Act to further support custom adoption.</p> <p>On November 21, 2016, Grand Chief Ed John released his report Indigenous Resilience, Connectedness and Reunification – from Root Causes to Root Solutions. The report included recommendations for a custom adoption registry and post adoption supports. Also recommended was further consultation with Aboriginal communities to determine how best to provide post adoption financial support and services.</p> <p>The ministry completed a CCST submission on custom adoption. The submission outlined three options and a recommendation on how best to meet the Premier's commitment.</p> <p>Cabinet Operations confirmed that the ministry would meet</p>

<b>Mandate Letter Direction</b>	<b>Ministry's Action</b>
	its hold back measure if it submitted documents for consideration by the Cabinet Secretary in lieu of by the CCST. As such, the submission was sent to Cabinet Operations on February 17, 2017.
12. Review and recommend to Cabinet changes to the current foster parent system in the province.	In April of 2016, the ministry went to Cabinet with proposed strategic shifts aimed at addressing the current systemic challenges in the BC foster care system. The committee approved the recommended option and requested that MCFD return to Cabinet later in the year with a comprehensive multi-year plan for applying these system-wide strategic shifts, including complete fiscal projections while at the same time implementing the short term status quo actions. Implementation is currently on hold until the comprehensive multi-year plan is complete.